

~~SECRET~~*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Ch/G/RR

DATE: 27 September 1960

FROM : Ch/D/GC/RR

SUBJECT: Production Problems - Cartography Division

1. By the very nature of the Cartography Division, it is continually confronted with the problems of production. Essentially a service organization, it is not able to establish deadlines on its own initiative but must react to those established by the requesters with whom the Division deals. Requests for cartographic support carry varying priorities which result in a continually changing picture. The staff of D/GC meets every morning to readjust the priority of the current workload. One of the major problems of establishing effective priority across the board is the unsympathetic contrast between the rigid scheduling of the NIS Program, which represents over 30% of our work, and all other requests that carry current and often short deadlines.

2. When D/GC commits to a deadline, it is further complicated by the fact that the Division is estimating the ability of the reproduction facility to support our requirements. The reproduction units are plagued with the same changing priority problems and frequently are unable to support the Division within the requested time factor. The production problems associated with reproduction are partly aggravated by the physical separation of the two plants.

3. The above comments are generally applicable to the following programs. A few specifics are added where appropriate:

a. NIS. Rigid scheduling far in advance. Little or no give both in D/GC and reproduction. The Program generally requires an over-commitment in both Cartography and Reproduction.

b. NIE. High-level requirements usually with an urgent deadline. Subject to frequent changes late in the production plan. D/GC has adjusted to these requirements in an effective way.

c. ORR, OSI. Support to a large number of projects. Interchange of projects as deadlines near frequently causes "upsets" in D/GC. Little can be done about this as it is inherent in general production problems.

d. DD/P. Difficulty of estimating requirements. Requests are often poorly coordinated within DD/P. Requirements that "flood" the Division and the reproduction plants, often without warning.

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e. OCI. The Special Support Branch, D/GC, has been organized in such a way as to support OCI on a most current production basis. No problems exist but it does require a separate supporting unit.

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f. Collection Programs. Special problems of OCR, OO/C, DD/P, [REDACTED] require considerable scheduling in D/GC. Usually not very complicated but difficult to work in with other more substantive projects.

g. State Department. Production problems are not significant other than infrequent "crash" requests from "high-level" State.

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